

**DEPARTMENT OF ADMINISTRATIVE AND
FINANCIAL SERVICES**

OFFICE OF INFORMATION TECHNOLOGY (OIT)



**CONTRACT INFORMATION TECHNOLOGY (IT)
SERVICES**

ONGOING OPEN ENROLLMENT

(updated February 4, 2010)

Notice: Pre-existing Vendors already on the State's current list for Contract IT Services do not need to reapply. This Ongoing Open Enrollment is to: 1) add new Vendors to the list, 2) allow Pre-existing Vendors to add or modify groups and rates.

(Current list: [http://www.maine.gov/oit/Updated IT Services Vendors List Spreadsheet.xls](http://www.maine.gov/oit/Updated%20IT%20Services%20Vendors%20List%20Spreadsheet.xls))

1.0 INTRODUCTION

The Office of Information Technology (OIT) is screening additional vendors through an ongoing open enrollment to provide the State of Maine with Information Technology Services in the following categories of contracted services:

Category 1

Contracts up to \$10,000.00:

- For small one time projects
- Quickly executed by an Agency (duration of 6 months or less)
- Selection of Provider at Agency discretion
- Generally limited to one per Provider per calendar year

Category 2

Time and Materials Contracts limited to \$100,000 or, up to 1,000 hours per vendor per year per agency:

- For additional/specialized resources
- Competitive selection guidelines:
 - Minimum of three vendors requested to submit proposals
 - Minimum of three vendors responding for agency evaluation
 - Agency evaluates cost, ability, and experience

Category 3

Fixed Price Contracts up to \$250,000:

- Projects have clear deliverables and/or scope of work and a work plan
- Competitive selection guidelines:
 - Minimum of three vendors requested to submit proposals
 - Minimum of three vendors responding for agency evaluation
 - Agency evaluates cost, deliverables, work plan and experience

Bidders who are not currently on the list must complete the Vendor Participation Table labeled Appendix A to reflect the group(s) and classifications for which they would like to bid and the Vendor Cost Table labeled Appendix B to reflect the range of cost for each group. Vendors currently on the list must also complete both Tables for any new groups bid or to change the range of cost of each group. **Vendors currently on the list need not reapply unless adding new groups or adjusting rates.**

The State reserves the right to purchase any or none of the services proposed in this RFP.

1.1 OBJECTIVE

As stated in the introduction, it is the State's Office of Technology intent to screen selected vendors to provide the State of Maine agencies with contract information technology (IT) services through an ongoing open enrollment process.

1.2 STAFF AUGMENTATION SERVICES REQUIREMENTS

The State has begun development of a RFP for the competitive acquisition of a consolidated contract to provide for temporary IT augmentation staffing needs in support all State executive departments through the Office of Information Technology. Once awarded, this contract will become the required source for all IT staff augmentation requirements. The Contract IT Services List will continue to be a viable source for small fixed price projects.

1.3 ACQUIRING OFFICE AND PROJECT ORGANIZATION

The Office of Information Technology (OIT) is the acquiring office for the establishment and update of a pre-qualified vendor list. The Contract Administrator is:

Thomas Howker
Office of Information Technology
145 State House Station
Augusta, ME 04333-0145
Email: thomas.n.howker@maine.gov

The Contract Administrator is the sole point of contact for the vendor, and is responsible for all requirements and activities within this document. Vendors **should not** submit responses to the Contract Administrator, but to the address in Section 2.6.1

1.4 DATES OF KEY EVENTS

The State will accept responses from vendors no later than 2:00 PM (local time) on the first business day of every month. Responses received by the first business day of the month no later than 2:00 PM will be evaluated and considered for addition to the list in the following month. Late responses will not be considered until the following month. The State will notify vendors selected or not selected for the pre-qualified list in writing no later 30 days following the monthly deadline. Late responding vendors will be notified in writing no later than 60 days following receipt of the response.

2 GENERAL PROCEDURES AND INSTRUCTIONS

This section contains solicitation procedures, general proposal format information and submission instructions.

2.1 GENERAL INFORMATION

This process is designed to pre-qualify bidders who will be eligible to provide information system services to state agencies. Proposals must conform to the mandatory requirements herein.

It is the intent to pre-qualify multiple bidders who will be eligible to provide information technology services to agencies in Maine State Government. These services will be provided

under the categories identified in Section 1.0. The Contract Administrator identified in Section 1.3 will manage the selection process for the addition of vendors to the Pre-Qualified List. If selected, bidders will be placed on a pre-qualified vendor list. When a State agency has a need for services for Category 1 it will prepare and deliver a scope of work to a pre-qualified vendor from the list. When a State agency has a need for services for Categories 2 and 3, it will prepare and deliver a scope of work, including deliverables, to a minimum of three pre-qualified vendors. The vendors will then submit proposals within the date and time established by the Agency in order to be considered. Following proposal evaluation, the agency may enter into a special services contract with the selected vendor. The resultant contract from any of the categories will be administered by the Agency Contract Administrator, not the Contract Administrator identified in Section 1.3.

The pre-qualified list is not expected or intended to meet all the IT services needs of State government. Large IT projects require individual RFPs and not a combination of Category 2 or 3 contracts.

Proposals in response to must conform to all instructions, conditions, and requirements included herein.

2.2 TYPE OF CONTRACT

It is expected that the current pre-qualified vendor list will be appended through an ongoing monthly enrollment process. Vendors that are already pre-qualified on the existing list do not need to reapply. (Current list: [http://www.maine.gov/oit/Updated IT Services Vendors List Spreadsheet.xls](http://www.maine.gov/oit/Updated%20IT%20Services%20Vendors%20List%20Spreadsheet.xls)). In addition to the provisions of this process and the selected proposals, which will be incorporated by reference in any Agency contract, any additional clauses or provisions required by federal or state law or regulation in effect at the time of execution of the resulting contract will be included, in priority order as detailed in Subsection 5.1. Since this is an ongoing enrollment and the standard State of Maine Agreement to Purchase Services is adjusted periodically, the vendor will be expected to accept the current standard agreement posted at the Division or Purchases web site at:

<http://maine.gov/purchases/forms/BP54%20EO-IT.doc>

The contracts generated by State Agencies using the pre-approved Vendor List will be time and materials or fixed price as specified in Section 1.0 based on dollar thresholds. Once the State has awarded the consolidated IT staff augmentation contract described in Section 1.2, staff augmentation requirements will not be satisfied through use of the Vendor List.

2.3 DISCLOSURE OF DATA

According to State procurement law, the content of all proposals, correspondence, addenda, memoranda, working papers or any other medium which discloses any aspect of this process will be considered public information when the award decision is announced. This includes all proposals received in response to this process, both the selected proposal and the proposal(s) not selected and includes information in those proposals that a bidder may consider to be proprietary in nature. Therefore, the State makes no representation that it can or will maintain the confidentiality of such information.

2.6 PROPOSALS

Following is a description of the proposal submission requirements.

2.6.1 Submission of Proposals

To facilitate the proposal evaluation process, two (2) original hardcopy and one (1) CD (Compact Disc) containing a complete duplicate of the proposal in PDF (Adobe Portable Document) format. The PDF formatted CD must be submitted as one single file, not multiple files. The cover of the mailed package, whether mailed or hand delivered must bear the following legend, "Office of Information Technology - Contracted IT Services".

The entire proposal must be submitted by 2:00 PM local time on the first business day of every month to:

Division of Purchases
Burton M. Cross Building
4th Floor, 111 Sewell St.
9 State House Station
Augusta, ME 04333-0009

Proposals that arrive late will be considered in the next month as specified in Section 1.4.

Emphasis should be on conformance to the instructions, responsiveness to requirements, and completeness and clarity of content. Elaborate proposals are not necessary or desirable. The proposal must be numbered in strict accordance with the section numbers contained in Section 4.

The proposal must be bound on standard 8½" by 11" paper, except that charts, diagrams, and the like, which may be on foldouts when folded fit into the 8½" by 11" format. All pages must be consecutively numbered, starting with page 1. Figures and tables must be numbered and referenced in the text by that number. They should be placed as close as possible to the referencing text.

An official authorized to legally bind the bidder must sign the proposal.

2.6.2 Proposal

Instructions for the completion of the Proposal are found in Section 4.

2.6.3 Rejection of Proposals

OIT reserves the right to reject proposals that contain material deviations from the requirements herein. It is understood that all proposals, whether rejected or not, will become part of OIT's official file.

2.6.4 Proposal Evaluation

OIT will evaluate all proposals in accordance with the criteria set forth in Subsection 2.9.2

2.7 RIGHTS OF STATE GOVERNMENT

This process does not commit OIT to award a contract, or pay any cost incurred in the

preparation of a proposal in response. OIT reserves the right to reject all proposals, and at its discretion may cancel or amend this process at any time.

2.8 EVALUATION OF PROPOSALS AND CONTRACT AWARD

OIT will select qualified vendors for the pre-qualified vendor list through a process established prior to the opening and evaluation of proposals. Consideration will be given to capabilities or advantages that are clearly described in the proposal. OIT reserves the right to contact individuals, entities or organizations who have had recent dealings with the firm or staff proposed whether they are identified as references or not.

All bidders will be notified in writing of the results of the evaluation.

2.9 EVALUATION

The selection of a vendor will be based on considerations from the evaluation process. A subjective rating based on the collective opinion and experience of the evaluator(s) will be used. The evaluation will consist of a review of proposal compliance with the mandatory proposal submission requirements. **Proposals that do not meet the mandatory proposal submission requirements will be rejected. Minimum mandatory proposal submission requirements include an original transmittal letter signed by an authorized company representative; an executive summary of company qualifications; and completed Vendor participation and cost tables.**

2.10 SELECTION

OIT's evaluation will result in a list of new pre-qualified vendors to be added to the existing list and existing pre-qualified vendors with added categories. OIT will notify all bidders in writing concerning their selection.

It is to be understood by all parties that any subsequent contract award will be made in the best interest of the State and that the award decision(s) will be final. This document and the proposal of the successful bidder will be incorporated into and form the basis of any resulting legal contract(s).

3 SCOPE OF WORK

3.1 OVERVIEW

The following represents the State of Maine's service specifications and requirements for Contracted IT Services. Bidders must provide the range of fully loaded hourly rates, including travel for each group to be supplied.

Bidders must complete the Vendor Participation Table labeled Appendix A to reflect which group(s) and classifications for which they would like to bid and the Vendor Cost Table labeled Appendix B to reflect the range of cost for each group.

Proposals expressing any exceptions to the State's terms and conditions will be disqualified.

3.2 SPECIFICATIONS AND REQUIREMENTS

IT Services - Labor Classifications Descriptions

The State of Maine is presenting several Labor Classifications for use during the term of this Contract. The purpose of the broad labor classifications is to group similar technical personnel while avoiding multiple market basket submissions. The minimum education requirement for Groups 1 through 7 are a four year degree or equivalent. (Note: These labor Classifications are consistent with prior issuances of this document, however, the State of Maine may consider adding other Labor Classifications in the future.)

Group 1 - Core Technology Services - The labor classifications includes the basic core technical positions from entry/associate level (minimal experience and education) to senior analyst level (over five [5] years of experience and advanced education degrees). The descriptions of the labor classifications follow:

Programmers - Associate Programmer, Programmer

- Minimum/General Experience: One (1) to two (2) years of experience in data processing to include program coding, debugging, and documentation.
- Functional Responsibility: The role is responsible for developing complex code, test scripts, fixing bugs and adherence to programming and technical standards

Programmer/Analysts - Programmer/Analyst, Senior Programmer/Analyst

- Minimum General Experience: One (1) to five (5) years of experience providing technical programming and analysis in support of the design, development and enhancement of systems. Demonstrates well-developed programming and analysis skills; ability to solve complex systems and programming problems and a well-developed knowledge of the principles of systems analysis and design.
- Functional Responsibility: The role is responsible for performing a range of functions in areas such as complex applications systems design: applications programming, database design, conversion, implementation, performance measurement and evaluation. Confers with management and users to define requirements and develop alternative methods.

Group 2 - Data Management Services - The labor classification includes the database management technical positions from database administrator to data warehouse analysts. The full description of this labor classification includes, but is not limited to:

Database Management - Database Administrator, Senior Database Administrator, Data Warehouse Analyst

- Minimum/General Experience: One (1) to five (5) years of experience providing technical analysis in support of the design, development and enhancement of complex systems. Demonstrates well-developed analysis skills, ability to solve complex systems and programming problems and a well-developed knowledge of the principles of systems analysis and design.

- **Functional Responsibility:** The role is responsible for performing a range of functions in areas such as complex applications systems design: applications programming, database design, conversion, implementation, performance measurement and evaluation. Confers with management and users to define requirements and develop alternative methods.

Group 3 - Project Management Services - The labor classification includes the project management and leadership services to design, develop and implement applications systems. The full description of this labor classification includes, but is not limited to:

Team Leader, Project Leader, Project Manager

- **Minimum/General Experience:** Three (3) to six (6) years of experience with the requirements analysis, design, development and implementation of application systems. Supervises and directs team members through the system development life cycle. Requires a working knowledge of programming languages, project management methods and tools, and formal application development methodologies. Requires knowledge of broad business requirements, project management standards, resource management, and applicable technical methods and standards.
- **Functional Responsibility:** The role is responsible for supervising and directing project team members through the system development life cycle. Role manages the successful completion of project phases on time, within budget and to specified quality standards. Interfaces with the user team to ensure all changes are coordinated and integrated, and provides regular project status.

Group 4 - Systems Engineering Services - The labor classification includes the planning, designing, and implementation of hardware and software. The full description of this labor classification includes, but is not limited to:

System Engineer/Data Center Engineer

- **Minimum/General Experience:** One (1) to five (5) years of experience in providing technical support in the integration of hardware and software within a Data Center/Server Room environment. Experience will also the design, development and enhancement of complex computer and related systems. Person demonstrates strong planning and system integration and analysis skills, with a solid ability to solve complex problems within the Operating System Environment utilizing a solid knowledge of the principles of systems analysis and design.
- **Functional Responsibility:** The role is responsible for performing a range of functions in areas such as complex operating system management, system architecture and configuration management, integration of communication, hardware and software functions, design of physical environment of a data center/server room and designing security systems of the physical environment and systems. Confers with management and users to define requirements and develop alternative methods.

Group 5 - Telecommunications/Network Services - The labor classification includes the planning, designing, implementation, and maintenance of wide area (WAN) and local (LAN) networks. The full description of this labor classification includes, but is not limited to:

WAN Manager/LAN Manager/Tele-Data Communication Manager

- Minimum/General Experience: One (1) to five (5) years of experience in providing technical support in the management of a WAN and LANs. The experience should include the planning, design, implementation, and management of WANs and LANs in multi-server environments including connectivity to host sites and remote locations. Experience will also include wireless communications. Demonstrates strong technical skills in programming, troubleshooting, and managing tele and data communication equipment.
- Functional Responsibility: The role is responsible for performing a range of tele and data communication functions in areas such as WAN and LAN configurations, recommending complex communication plans and monitoring their installation, warranty negotiation, wireless communication planning, and wiring design.

Group 6 - Web/Internet/Intranet Services - The labor classification includes design, development, implementation, and, if necessary, operation of Web based projects.

Web Consultants, Webmasters, HTML Specialists, Java Programmers, XML

- Minimum/General Experience: One (1) year to five (5) years of experience in programming and system design plus experience in Web integration disciplines. Basic understanding of Web servers, client/server design and support concepts, and expertise with desktop and UNIX and/or Windows operating systems. Skilled in creating PC-based systems with high levels of graphic content and end user interaction. Knowledgeable of browser technologies, HTML, ASP, Java programming techniques, and network technologies.
- Functional Responsibility: The role is responsible for designing, developing, implementing, and, if necessary, operating Web based projects. Manages the successful completion of Web-based project phases on time, within budget, and to specified quality standards. Interfaces with the user team to ensure all changes are coordinated and integrated, and provides regular project status.

Group 7 - GIS Specialists - The labor classification includes the GIS technical positions from GIS Analyst to GIS Cartographer. Note the classifications in this section are similar to the other classifications, but with additional GIS related skills required. The descriptions of this labor classification includes, but are not limited to,

GIS Cartographers

- Minimum/General Experience: One (1) year to five (5) years of experience in providing technical GIS work in support of map production using specified GIS software and programming languages. Demonstrates well developed cartographic and GIS skills, ability to solve complex spatial data and mapping problems and a well-developed knowledge of the principles of cartographic design and spatial data manipulation.
- Functional Responsibility: The role is responsible for performing in areas such as complex map series design: mapping applications programming, spatial data design, and spatial data conversion. Confers with management and users to define requirements and develop alternative products.

GIS Analysts

- Minimum/General Experience: One (1) to five (5) years of experience in providing technical GIS analysis in support of geographic understanding and spatial data development and manipulation using GIS software and programming languages. Demonstrates well-developed GIS skills, ability to solve complex spatial data problems and a well-developed knowledge of the principles of spatial data development, analysis, and manipulation.
- Functional Responsibility: The role is responsible for performing in areas such as complex GIS application design: spatial data design, spatial data conversion, GIS processing, analysis and presentation. Confers with management and users to define requirements and develop alternative methods.

Group 8 – Local Area Network Support Services - The labor classification performs advanced technical services work in supporting and/or administering a local area network (LAN) system. Responsibilities include designing, installing, and configuring system hardware, multi-user operating systems, network, and/or application systems; performing advanced troubleshooting and vendor technical liaison functions; and overseeing development and delivery of user training on an agency-wide basis.

Desktop Applications Support

- Minimum/General Experience: Contracted individuals must have at least (3) years of documented experience working on Microsoft networks consisting of more than 30 users. Involves desktop computer applications and software support of desktop systems, either stand-alone or connected to local area networks (LANs).
- Functional Responsibility: Performs basic support functions including installing PCs, laptops, tablets, printers, peripherals, and office automation software; diagnosing and correcting desktop application problems, configuring laptops and desktops for standard applications and identifying and correcting end user hardware problems, performing advanced troubleshooting; and overseeing development and delivery of technical training.
- Minimum Education: Three (3) years advance support experience in a Microsoft environment and certification as a MSP (Microsoft System Professional) or equivalent.

Server Support

- Minimum/General Experience: Contracted individuals must have at least (5) years of documented experience working on Microsoft networks consisting of more than 50 users. This is advanced technical software services work in designing, deploying or administering a local area network (LAN) system. Services in this classification range from advance system administrative functions in a Windows LAN environment to various complex LAN communication responsibilities over a geographically dispersed Wide Area Network (WAN).
- Functional Responsibility: Managing computer systems and networks to include complex application, database, messaging, web and other servers and associated hardware, software, communications, operating systems necessary for the quality, security, performance, availability, recoverability, and reliability of the system. Ensure scheduled preventive maintenance for equipment is properly and promptly performed; maintain the maintenance

records on the equipment; and develop operations, administrative, and quality assurance back-up plans and procedural documentation.

- Minimum Education: Ten (10) years progressive experience in advanced desktop support of Windows/Intel systems and certification as a MSP (Microsoft System Professional) or five (5) years experience as a System Administrator of a Microsoft Server LAN and certification as a MCSE (Microsoft Certified System Engineer).

4 PROPOSAL SUBMISSION REQUIREMENTS

This section describes the requirements that must be met by bidders in preparing the Proposal. The Proposal will consist of three sections:

- I. Transmittal Letter
- II. Executive Summary
- III. Schedules

The Proposal must be submitted according to the instructions set forth in Sections 2 and 4 of this RFP.

4.1 TRANSMITTAL LETTER (PROPOSAL SECTION I)

A Transmittal Letter written on the bidder's official business stationery and signed by an official authorized to legally bind the bidder must accompany proposals. This Transmittal Letter must include the following:

- A statement that the bidder believes the proposal meets all the requirements set forth herein ;
- A statement which acknowledges and agrees to all of the rights of the State including the procurement rules and procedures, terms and conditions, and all other rights and terms specified herein and in Rider B of the State of Maine Agreement to Purchase Services at <http://www.maine.gov/purchases/forms/BP54EO-IT.doc> ;
- The bidder's federal tax identification number;
- A statement that the person signing this proposal is authorized to make decisions as to the prices quoted and that (s)he has not participated, and will not participate, in any action contrary to this document;
- A statement that the proposal was developed without collusion;
- A statement that the bidder is experienced in services as stated herein;
- The bidder's assurance that the proposal will remain in full force and effect for at least 180 days from the proposal due date specified in the Transmittal Letter, and;

4.2 EXECUTIVE SUMMARY (PROPOSAL SECTION II)

The Executive Summary will provide a broad understanding of the bidder's qualifications. This will be a brief overview summarizing the bidder's commitment to performing any contract(s) awarded by State Agencies as a result of being on the Pre-Approved Vendor List.

4.3 SCHEDULES (PROPOSAL SECTION III)

The Vendor Participation Table (Appendix A) and Vendor Cost Table (Appendix B) must be submitted and must comply with the requirements presented in this section and in the

Appendices. If these Tables are not submitted, the bidder's proposal **will be rejected**.

4.3.1 Bid Price and Supporting Detail

The amounts that represent the bidder's cost of services in the Vendor Cost Table must be inclusive of any and all tax liability (including federal, state, local, and other), which may be incurred by the bidder for any activities defined herein.

4.3.2 Cost Schedule

Bidders must propose a cost range of full loaded hourly rates, including travel, for each group associated with providing the requested services. Bidders must submit Appendixes A and B to be eligible for consideration for the inclusion on the list of pre-qualified vendors.

Appendix A: Vendor Participation Table

Appendix A: Vendor Participation Table Groups for Provider Services Contracts	Category I Contracts Up To \$10,000	Category II Time and Materials Not To Exceed \$100,000 or 1,000 Hours As Detailed Below *	Category III Fixed Price Up To \$250,000
<u>Group 1 - Core Technology Services</u>			
Associate Programmer			
Programmer			
Programmer/Analyst			
Senior Programmer/Analyst			
<u>Group 2 - Database Management Services</u>			
Database Administrator			
Senior Database Administrator			
Data Warehouse Analyst			
<u>Group 3 - Project Management Services</u>			
Team Leader			
Project Leader			
Project Management			
<u>Group 4 - Systems Engineering Services</u>			
System Engineer			
Data Center Engineer			
<u>Group 5 - Telecommunications/Network Services</u>			
WAN Manager			
LAN Manager			
Tele-Data Communication Manager			
<u>Group 6 - Web/Internet/Intranet Services</u>			
Web Consultant			
Webmaster			
HTML Specialist			
Java Programmer			
XML			
<u>Group 7 - GIS Specialists</u>			
GIS Cartographers			
GIS Analysts			
<u>Group 8 – Local Area Network Services</u>			
Desktop Application Support Services			
Server Support			

Bidders must enter an “X” in the box to indicate the group(s) and classification(s) for which they wish to provide staff under this RFP, and enter an “O” in all other boxes for the row. Every box must have an entry for the form to be considered complete. Incomplete or uncompleted forms will result in rejection and disqualification of the bidder under this RFP.

*** Time and Materials Contracts limited to \$100,000 or, up to 1,000 hours per individual per year per agency with cost for all individuals under the contract not to exceed \$100,000 in total.**

APPENDIX B: VENDOR COST TABLE

GROUPS FOR PROVIDER SERVICES CONTRACTS	COST RANGE	
<u>Group 1 - Core Technology Services</u>	From:	To:
Associate Programmer		
Programmer		
Programmer/Analyst		
Senior Programmer/Analyst		
<u>Group 2 - Database Management Services</u>	From:	To:
Database Administrator		
Senior Database Administrator		
Data Warehouse Analyst		
<u>Group 3 - Project Management Services</u>	From:	To:
Team Leader		
Project Leader		
Project Manager		
<u>Group 4 - Systems Engineering Services</u>	From:	To:
System Engineer		
Data Center Engineer		
<u>Group 5 - Telecommunications/Network Services</u>	From:	To:
WAN Manager		
LAN Manager		
Tele-Data Communication Manager		
<u>Group 6 - Web/Internet/Intranet Services</u>	From:	To:
Web Consultant		
Webmaster		
HTML Specialist		
Java Programmer		
XML		
<u>Group 7 - GIS Specialists</u>	From:	To:
GIS Cartographers		
GIS Analysts		
<u>Group 8 - Local Area Network Services</u>	From:	To:
Desktop Application Support		
Server Support		

Bidder must provide the range of fully loaded hourly rates, including travel, for each **group** to be supplied under this RFP. Do not fill in rates for individual classifications. Bidders must fill in the Range of Rates for each participation **group** selected in Appendix A. An incomplete or uncompleted form will result in rejection and disqualification of the bidder for consideration for the list of pre-qualified vendors.

EXAMPLE ONLY

Example:

GROUPS FOR PROVIDER SERVICES CONTRACTS	COST RANGE	
<u>Group 1 - Core Technology Services</u>	From: \$25.00	To: \$75.00
Associate Programmer		
Programmer		
Programmer/Analyst		
Senior Programmer/Analyst		

As shown in the example, the cost range is determined by the cost for the lowest priced position to the cost for the highest priced position within the group. In this group, the lowest priced position is the Associate Programmer at \$25.00 per hour and the highest priced position is the Senior Programmer/Analyst at \$75.00 per hour.